

OC 77-456

MEMORANDUM FOR: Chief, Foreign Networks Division, OC
Chief, Engineering Division, OC
[redacted] 25X1
Chief, Human Resources Division, OC
Chief, Support Services Division, OC
Chief, Communications Security Division, OC
Chief, Programs & Budget Staff, OC
Chief, Planning Staff, OC
[redacted] 25X1
FROM : [redacted] 25X1
Director of Communications
SUBJECT : Feedback to the Strategic Planning Process (U)
REFERENCES : A. OC M79-237, 19 April 1979
B. OC M78-629, 24 August 1978

INTRODUCTION

Establishment of a formalized feedback process is necessary to enhance and refine the OC strategic planning process. Feedback procedures will provide us with the information necessary to determine if we are proceeding toward realization of our goals with maximum efficiency and productivity despite diminishing resources. The process will also establish a trail to track the direction of our efforts toward attainment of Office strategic goals. (U)

METHODOLOGY

1. The strategic planning process must be sensitive to the environment to be useful. Environmental elements must be considered and factored into long range goals for the Office to efficiently and effectively fulfill its

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SOURCES AND METHODS INVOLVED



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responsibilities. To help ensure that this sensitivity is maintained and to provide the necessary feedback information, five data points will be monitored. They are:

- a. Strategic Plan Annexes,
- b. The OC Program,
- c. The OC Budget,
- d. Requirements, and
- e. System(s) Implementation.

The following management procedures keyed to these five data points will be established to provide the information necessary to implement the feedback process. The information so generated will be used to gauge Office progress toward attainment of strategic goals. (U)

a. Strategic Plan Annexes

The strategic plan annex format was recently changed (Reference A.) to include specific programmatic information and identification of outyear activities that support a specific Office goal. This annex and its appendix will provide the basic information for correlation of strategic goals with programmatic intentions. (U)

b. Program

The Planning Staff will continue to receive an information copy of the program from OC-P&B when finalized each year. The program will be correlated with strategic goals and annex subgoals. (U)

c. Budget

The Planning Staff will review the various budget marks when they become known to evaluate the impact of budgetary actions on Office goals. (U)

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d. Requirements

Data derived from the OC-ED/SIS requirements solicitation/consolidation process will be used to update the strategic plan annex prior to approval and publication. An information copy of this report will be required by the Planning Staff each year. (U)

e. System(s) Implementation

Concerned divisions should compare the present state of existing major OC systems' vis-a-vis the system's strategically desired state called for in the Strategic Plan/Annexes or the network architecture plan when developed. Additional narrative statements added to existing MBO reporting should address macro system features/capabilities and their long range application in meeting OC requirements. (See Attachment A. for MBO feedback statement guidance.) (U)

2. The Planning Staff will track feedback information and produce two annual reports relating to feedback and strategic goals. To facilitate this process, the Planning Staff will initiate a request for development and implementation of a data base to aid substantive planning through manipulation and retrieval of feedback information. Important operational and technical milestones will be the key aspect of the program. The two reports, as outlined below, will provide an analysis of the Office's progress toward attainment of its strategic goals. (U)

a. Program Analysis Report

The existing "Program Analysis Report" is the correlation between the strategic plan and the OC program. The report will be prepared for the D/CO by the Planning Staff on or about 30 March each year and address compliance or divergence of programs, orders of priority and weight of expenditures in relation to strategic goals. (U)

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b. Strategic Status Report

The Strategic Status Report (SSR) is the correlation between the Strategic Plan/Annexes and progress toward system or project implementation. Progress information will be derived from the feedback statements of MBO reporting. The SSR will address system implementation vis-a-vis strategic goals from a holistic point of view and in the context of environmental factors such as technology and service trends, budget marks, external requirements

25X11 [redacted] The report will be completed by OC-PS and forwarded to the D/CO for review and possible action by 01 June each year. (U)

SUMMARY

1. The feedback statements contained in existing Office MBO reporting, whether at the Office, Directorate or Agency level, will address strategic goal attainment. Salient MBO or network architecture milestones should be addressed as well as changes to the program or project being reported. The executive division for the MBO program being reported should coordinate feedback information statements with other affected divisions. (See Attachment B. for the annual calendar of events and Attachment C. for strategic planning feedback lines of influence.) (U)
2. The above procedures are effective upon receipt of this memorandum for all programs and projects presently being reported in the Office and Directorate MBO systems. (U)
3. The feedback statements format and content may change as we become more familiar with the process. Divisional Planning Coordinators are requested to forward ideas concerning formats and data to the Planning Staff as appropriate. (U)

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4. The above procedures may require some front-end loading of management resources. Once on track, however, the process should be well within present personnel capabilities. In the long term, the feedback system will provide the mechanism for making incremental adjustments in the processes involved in OC planning, programming and performance. (U)

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Attachments:

- A. System Implementation Report Guidance
- B. OC Planning Calendar
- C. Lines of Influence

Distribution:

- Original - C/OC-FND w/atts. 1 - C/OC-SSD w/atts.
- 1 - C/OC-ED w/atts.
- 1 - [redacted]
- 1 - C/OC-HRD w/atts.
- 1 - C/OC-CSD w/atts.
- 1 - C/OC-P&B w/atts.
- 1 - C/OC-PS w/atts.
- 1 - Director, [redacted] w/atts.
- 1 - OC Reference Copy w/o atts.
- ① - OC-PS Chrono w/atts.
- 1 - OC-PS Subject (Strategic Planning) File w/atts.

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ORIG:OC-PS [redacted]

(26 June 1979)

ATTACHMENT A. TO
OC-M79-457
5 JUL 1979

MBO FEEDBACK SECTION GUIDANCE

1. The purpose of the feedback portion of MBO Reports is to provide substantive information on the existing state of major OC systems as compared to the system's desired state prescribed in the Strategic Plan. These narrative statements should address the operational and technical aspects of the system. (U)
2. The operational statement should contain information pertaining to arrival or the lack thereof at significant milestones in the Strategic Plan Annex Appendices. Comments should be made on the level of service the system provides to OC customers vis-a-vis the requirements. System operability from a personnel standpoint, and whether formalized OC training is adequate for personnel needs, should also be addressed. (U)
3. The technical statement should contain information pertaining to the adequacy of the system's technical profile and its ability to meet long-range requirements. (U)
4. Both sections should deal with areas of divergence and areas of compliance with MBO reporting and the Network Architecture Plan. The necessity for divergent activity should be addressed and recommendations given on how to put them back on track or phase them out. Statements are also required for evolutionary activities that do not comply with strategic subgoals but are necessary to maintain an existing system. (U)

ATTACHMENT B. TO
OC-M79-536

STRATEGIC PLANNING TIMETABLE

February	-	OC Program Submission
30 March	-	Program Analysis Report
May	-	Planning Symposium
01 June	-	Strategic Status Report
01 July	-	Annex Call
01 October	-	Annex Draft Submission
01 November	-	Draft Strategic Plan with Annexes for D/CO Approval
15 December	-	Strategic Plan/Annexes distributed

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